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31 OCT 1968

MEMORANDUM FOR: Chief, Information Processing Staff, O/PPB

SUBJECT : AREA Seminar - Some Themes and Comments

REFERENCE : My memo on [REDACTED] Records Conference,  
dated 24 October 1968

FOR YOUR INFORMATION

On 30 October 1968, I attended at the Department of State a seminar on "Reports Management" put on by the Association of Records Executives and Administrators (AREA). Again, as at the [REDACTED] Conference, the expanded concept of what the area of concern of the "Records Officer: is - or should be in the future - emerged pointedly. This AREA Seminar prompted the notions below.

I. NEW AND EXPANDED CONCEPT OF THE RECORDS  
MANAGEMENT FUNCTION

A. Old Definition:

The traditional definition of "Records Management" is easy to state. It is a three part definition: 1) Records Creation; 2) Records Maintenance; and 3) Records Disposition. The keynote of "Records Management," traditionally, has been control.

Control is exercised in such areas as forms design and approval; number and color of copies to be generated; distribution of copies, including standard distribution symbols; organization of office files and file maintenance procedures; filing equipment; microfilming methods and equipment; records retirement schedules; and, in our case, operation of a records center for Vital Materials and inactive records.

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B. Change Needed:

It was pointed out at yesterday's AREA conference that this traditional concept of "Records Management" is "dead" - that the traditional records management function has proved to have too little vitality in most organizations to survive - and that a new and expanded concept of records management is required both by the needs of modern organizations and by the records management discipline if it is to endure.

C. New Concept:

The new concept of this discipline envisions the merging of what have often been thought of as separate fields. It calls for fitting together, in terms of both individual skills and organization structure, the fields of 1) Records Management, 2) Systems Design for information systems, and 3) ADP.

The Records Officer was told at this AREA Seminar to abandon his traditional focus on control of paper... and move into systems design with its accent on clarifying the broad purposes of an organization, defining the real needs for information in the light of those purposes, shaping information reports to satisfy those real needs, defining input/output dependencies and the processing steps required to move to output from input, and finally, performing all this against a PPB cost/effectiveness background. Further, he was told he cannot avoid the computer, that information systems will increasingly be driven by ADP and that he must reshape his attitudes and skills to be more useful to his organization's efforts to design and implement such machine-supported systems. He was told to expect organizational changes which would tend to incorporate him with the systems design component, and, in many cases, with the ADP component as well. A subsequent speaker from the Internal Revenue Service described the situation at IRS of

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its new "Management Information Division," dedicated to the "total systems" concept and combining in a single Division the previously separate functions of Records Management, Systems Design, and ADP operations.)

K1A D. Conference:

This same shift toward the merging of the Records Management, Systems Design, and ADP disciplines became evident during the team exercises at our own Records Conference at [REDACTED] last week. (See reference.)

E. Period of Transition:

It is far from crystal clear just how the individual Records Officer (and his component) navigates into this confluence of fields or, indeed, whether or not a separate skill group known as "Records Officers" will survive the blending process. What is clear, according to this AREA Seminar, is that the Records Officer's past world bears little resemblance to the world of the future - and that all "Records Officers" must recognize that their cozy discipline is now caught up in a period of turbulent transition.

F. Note on CIA Organization:

This merging of the Records Management, Systems Design, and ADP fields is reflected to a degree already in our CIA structure:

- Records Management and SIPS Systems Design are both under [REDACTED] Support Services Staff... although still separate subcomponents.
- [REDACTED] is also the Information Processing Coordinator for DD/S and sits on your Agency-wide Information Processing Committee.
- [REDACTED] also has half dozen ADP people (and will have more) from OCS integrated into his group and he has close management contact with OCS for the SIPS effort.

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- Except for the SIPS effort, our ADP Systems Designers are already integrated with ADP shops: [REDACTED] DD/I), Fellows (DD/S), and [REDACTED] (DD/S&T) in OCS. [REDACTED] AID at NPIC. [REDACTED] Systems Group is, on paper, organizationally separate from RID but in reality the Systems Group serves as a management front for RID... so the relationship is very close.
- Surely, if CIA ever sets up an Information Processing Directorate, the Records Management function will be included within that Directorate.

## II. ADP AND THE RECORDS MANAGEMENT FUNCTION

- A. If, in the future, the Records Officer must somehow get involved in designing major information systems and if such systems, more often than not, will be computer-supported... then, the prospective impact of ADP on the Records Officer's life is pretty fundamental. (My own guess is that the Records discipline will so merge into broader areas of concern that it will tend to disappear as a separate career skill fortified by stand-alone organizational lines... although the function will survive- perhaps as an area of specialization - among the several functions which make up the modern "systems design" skill.)
- B. Some Impacts of ADP on Paper Records - Traditional Concern of Records Management
  - 1. General: ADP creates, copies, stores, retrieves, changes, and cancels records. These same processes are fundamental to the traditional Records Management function.
  - 2. As use of ADP expands, more files will be machine files rather than paper files.  
True for both Admin/Management files (SIPS, MIS, etc.) and for Intelligence files (NPIC Natl. Data Base, [REDACTED] c.).
  - 3. Given machine files, we can update/purge files without paper (without generating updated print-out), and can produce output reports (via CRT) without paper.

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4. At same time, computer creates paper rapidly, so ADP may add to the paper tonnage (certainly has to date).
5. Forms Control, a traditional records management function, is determined in an ADP system by the computer programs. (Also, through USER Query languages, the User himself can specify at time of query the output format he desires.) Thus, ADP leads the Forms Control Officer into new areas of concern.
6. Number of copies is few by computer printer; but mag tape (or other machine medium) can be used as a kind of permanent stencil... used over and over, making the computer a copy machine.
- + 7. Volume reduction of records via ADP:
  - 10,000 pages = one reel of mag tape
  - 100,000 pages = one Data Cell (reduction?)
  - 250,000 pages = one reel (14") of Videotape
  - Mag Tape-to-Microfilm Conversion  
(automatic) = 50-to-1 reduction from hardcopy.
8. Microfilm aperture cards, machine processable.
9. Automated storage and retrieval of document images  
(Minicard, Videofile - images and index codes physically together)
10. Type setting function support by ADP-preparation of tapes for [REDACTED] etc. (ADP impacting on creation of records through typesetting function.)

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